

July 6, 2018

Mr. David J. Bronczek  
President and COO  
FedEx Corporation  
3610 Hacks Cross Road, Building A  
Memphis, TN 38125

Dear Dave:

Mayor Strickland, Blair Taylor and I appreciated the opportunity to update you on some of the progress and challenges we are making to reduce crime in our community, as well as some of the challenges.

To paraphrase Fred Smith, we will not see the growth we want in Memphis until we reduce crime. **The Crime Commission is the ONLY entity responsible for spearheading development of a community-wide plan (Operation: Safe Community) to reduce crime and for quarterbacking its implementation.** And now, thanks to our success in establishing the new Public Safety Institute at the University of Memphis, we are actively evaluating the effectiveness of various plan strategies as they are implemented.

In addition to the materials we provided at our meeting with you, here is a summary of where we stand on a number of key elements of the plan concerning which you and others at FedEx probably have a special interest.

#### MPD RECRUITMENT AND RETENTION

From 2012 through 2016, MPD had a net loss of over 20 percent of its police force due to a hiatus in recruitment, and accelerated retirements in response to pension reform. While retention is stabilizing thanks in part to the privately funded retention bonuses, the tight labor market combined with less competitive compensation and a national climate of mixed support for police ("Ferguson Effect") has added extra challenge to recruitment. As reflected in the Operation Safe Community (OSC) plan, the objective is to increase the complement of MPD commissioned officers to 2300 by the end of 2020. As of January 2018, MPD had 1,967 commissioned officers. Assuming recruitment and retention targets are met this year (admittedly ambitious goals), the number of MPD officers at the end of 2018 would stand at about 2,130.

The City of Memphis is well underway in a process of fully revamping its MPD recruitment function and addressing culture and climate simultaneously under the leadership of HR Chief Alex Smith. The Crime Commission is keeping close tabs on the results, and, as he stated in our meeting, Mayor Strickland appreciates our role in holding him and his team accountable, which we do in part through "requiring" regular reports and updates to Memphis Tomorrow and the Crime Commission board of directors.

#### RAY KELLY RECOMENDATIONS

In developing the current OSC crime plan, the Crime Commission relied heavily on the findings of K2 Intelligence, in which Ray Kelly is a principal. (The services of K2 were retained through the financial support of FedEx and others.) The "Kelly Report" contains some critical action areas which are now reflected in the OSC plan.

First, the report calls for increased staffing of the Multi-Agency Gang Unit to more effectively (1) respond to and investigate gang incidents and (2) gather and analyze data and intelligence on gang activity. (The report notes that much of our violent crime problem is driven by gang members and that beefing up this unit must be a priority.) This year, as part of the OSC plan, the Memphis Police Department (MPD) and the Shelby County Sheriff's Office have agreed to a goal of increasing the Gang Unit by an additional 23 officers this year – from the 36 in place in 2017 to 59 by the end of 2018. This includes a targeted assignment in July of 8 additional MPD officers.

Second, the Kelly report notes Memphis' current shortage of police officers, which must be addressed promptly. In addition, though, the report calls for a zero-based MPD staffing analysis to determine what the "full complement" number should be. As part of the OSC plan, that analysis is underway by the International Association of Chiefs of Police and is scheduled for completion this fall.

Third, the report emphasizes the importance of management accountability for data-driven deployment of resources. The report notes that, while MPD has been officially committed to data-driven deployment since 2005, in recent years, the approach had not lived up to its potential and needed to be refreshed. This recommendation is included in the OSC plan and is now underway as part of a ramped up TRAC (Tracking for Responsibility, Accountability and Credibility) meeting conducted each Thursday morning with MPD precinct commanders.

Fourth, the report notes the importance of intervention efforts designed to engage the community in curbing violence by known "bad actors" with histories as serious offenders. Patterned after a successful effort initiated first in Boston, this part of the OSC plan utilizes a "carrot and stick" approach, offering help to individuals who desire to move in a productive direction but sending a clear signal that they will be held accountable to the fullest extent possible for continued criminal behavior. The Focused Deterrence Violence Intervention effort is now underway under the direction of the district attorney.

## FUNDING REQUEST

FedEx has been a solid supporter of the Crime Commission for years, but like you, we feel strongly that the time is now to up our game, and so we're asking our supporters to help us do that. **As we mentioned, the Plough Foundation recently made a gift of \$1 million over three years, and we would ask that FedEx match that \$1 million payable over four years. We would then leverage the FedEx and Plough contributions to bring in another \$2 million over four years from the private sector.**

This would help put the Crime Commission operations on sound footing as we continue to push for and monitor OSC plan implementation and insure evaluation through the partnership with the University of Memphis. (Approximately half of the Crime Commission budget goes to the research arm of the effort at the university. Of the seven staff members dedicated to the effort, four are U of M employees, including myself.) In fact, a funding approach which would work equally well for us is to make the contribution to the U of M Foundation and earmarked for the Public Safety Institute's work tied to the OSC plan.

We appreciate very much your time and consideration. I think we all agree that crime reduction is vital to the future of our community.

Sincerely,

Bill Gibbons  
President

cc: Terry Harris  
Ben Adams  
Blair Taylor